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ADEQUATE MOTIVATION - ANECDOTE TOWARDS BETTER PERFORMANCE AMONG JOURNALISTS IN ABEOKUTA

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ABSTRACT

The journalism profession remains one sector of the human society that should not be overlooked. Journalism plays the all important role of informing members of a society. The Nigerian society, like any other, has the right to accurate, just and unbiased report of events. Journalists are expected to carry out this responsibility objectively with adherence to the code of ethics of the profession. However, there have been allegations of a deviation from the expected roles with one of the major reasons being the poor conditions of service for many Nigerian journalists. This paper examines the journalism profession vis-à-vis alleged inadequate motivation. It also investigates the exact factors that will motivate journalists and spur them towards improved performance. The population of the study, that is, registered journalists in Abeokuta, Nigeria, totalling 403 was sampled using purposive sampling. However, all registered journalists who work in the print all broadcast media (137 of them) formed the sample size. Questionnaire was used for data collection and data was analysed using percentages and chi square. Based on the findings, job security, job prestige, appreciation for job well done, opportunity for promotion and growth as well as good working conditions rank high among motivating factors to journalists. Improved salary scale, job security, provision of basic facilities and allowances, regular in-service training and improved conditions of service will improve performance among journalists most. The paper concludes with suggested prescriptions to improve journalism performance.

Key words: motivation, extrinsic motivation, work performance, journalism, journalists, and unethical practices

INTRODUCTION

The practice of journalism in Nigeria began in 1859 (Aina, 2007:20), with what can be referred to as 'missionary journalism'. The aim of the missionaries in the country was to introduce Western values through the spread of education. With the coming of Nigerian nationalists into journalism, the trend changed as nationalists' aim was to ensure greater racial identity and dignity. Through their newspapers, the nationalists

were able to struggle for and attain independence of the country. The practice of journalism continued with the emergence of radio and television stations. Radio broadcasting was introduced to Nigeria on December 19, 1932, and the first television station in Nigeria and indeed Africa, Western Nigeria Television (WNTV) was commissioned in Ibadan on October 31, 1959 (Aina, 2007:198). Then, the profession had a tradition of vigour and virility. Commenting on

Nigerian journalism, Omu (1996:17) says, "its form and substance has enabled it to release and reinforce new intellectual energies which are the pivot of development and modernisation". However, this is no longer truly the case with Nigerian journalism. There is no doubt that in the practice of journalism in Nigeria today, there are still journalists who have distinguished themselves in their chosen profession. This has culminated into awards given to the likes of Dele Olojede who won the Pulitzer Prize in 2005. The prize is the biggest in the world of journalism.

There are no societies in the modern era that has made progress without an honest and enterprising pool of journalists. Every society needs men of conscience, and courage, who are forthright in their thinking and in whatever advice, suggestions or recommendations they may proffer. Regardless of the medium for which he or she works, a journalist must be able to gather information, find the most important elements, put the story together and communicate it effectively within the parameters of the medium (Itule *et al*, 2007:4). The Nigerian journalist of today is faced with the problem of integrity and credibility. Partly, this problem is alleged to be an outcome of the corrupt practices among some journalists who receive gratification, either in cash or kind from news sources. The questions then arise: "Can they still be objective in their reports despite this?" "Will they still be able to carry out their roles in the society as expected?"

Background of the Study

The journalism industry in Nigeria is presently facing many problems among which is corruption. Today, it is no longer news that at the end of news events such as press con-

ferences and launchings, journalists are said to expect gratification in cash or otherwise from the news source. This brought about the 'brown envelop' term. This term, according to some journalists interviewed evolved from the colour (brown) of the envelope with which such 'monies' are usually delivered. Colour brown masks the content of the envelope. Modified press releases are disguised as news stories. For money, journalists sell or 'kill' stories, write speeches for politicians and even fabricate stories. Journalists also get sponsored trips by news sources.

Journalists owe the society in which they belong accurate, unbiased, balanced and objective reports. The decisions made by journalists in the practice of their profession do have effect on a society's structure and development. Journalists decide what news is, and in doing so they make many important decisions about what a society says to itself, how it explains itself, what social order is established and maintained, and how the problems and shortcomings of that society are revealed (Akinfeleye, 2008:31). This is the ideal situation. The kind of journalism being practised in the country presently does not give the society the opportunity to enjoy these rights. On the contrary, the society is presented inaccurate and biased reports. The implication of this is gross lack of confidence in the journalism industry. Accepting gratifications from news sources is no longer seen by journalists as a deviation from the ethics of the profession.

One of the reasons for this rot is claimed to be the low remuneration being offered journalists. Many wealthy media owners' wealth is not reflected in good conditions of service for the journalists working under them. Many even treat the workers like slaves, withholding their salaries unjustly, thus forc-

ing them to rely on pay-outs for survivals (Ogundamisi, 2010:15). Motivation, in this case, extrinsic motivation is therefore inadequate.

Motivation which leads to performance does not refer to pay alone. People work because they have goals which surpass financial gains from their employment. Maslow in Robins (2005:46) opined that people work to survive and live through financial compensation, to make new friends, to have job security, for a sense of achievement and to feel important in the society, to have a sense of identity and most especially to have job satisfaction. If performance is a function of motivation, it becomes necessary to see that employees are adequately motivated. Perhaps, if journalists get the desired motivation from their workplaces, corrupt practices will become less common.

Statement of the Problem

It has been observed that contrary to the ethics of the journalism profession in Nigeria, journalists are engrossed in the act of accepting gratifications from news sources. It is alleged that a major factor that is attributed to this unethical practice is the poor pay and conditions of service of journalists.

Journalists in any given society are expected to be responsible, perform their roles objectively without fear or favour and give accurate account of issues and events. When journalists act contrary to the laid down ethics, so many things go wrong. For instance, part of the functions of a journalist is surveillance of the environment. They are expected to be the eyes and ears of the public. Sadly, this is not the case in Nigeria as many journalists do not report issues objectively as a result of the unethical practices they are involved in with news sources. Contrary to

the provisions of the code of ethics for Nigerian journalists, Daramola (1999:209) citing Jakande (1989) reported that, "it is a common thing to see some journalists asking for money or press for entertainment after a press conference. Some even go as far as threatening that news or interview conducted will not be published where their request is not granted". Journalists get sponsored on trips by news sources, thus disabling them to report anything negative about sources.

It is alleged that journalists practice under poor conditions – corruption, poverty, fear, desperation and they are at the mercy of proprietors, editors and public officials. Ogundamisi (2010:22) noted that journalists are sometimes not paid for several months and this he says is the situation of many journalists at present. It is not reasonable to expect the average journalist who is without income for months on end to be corrupt free. This paper therefore seeks to answer the following research questions:

- i. Are journalists in Abeokuta presently adequately motivated?
- ii. Does journalists' work performance depend on motivation received from employers?
- iii. What motivating factors will elicit optimal performance from journalists in Abeokuta

Broad Objective

The broad objective of this study was to investigate factors that will motivate journalists to improve performance without breaching professional ethics.

Specific Objectives

The specific objectives were to:

- i. determine the personal characteristics of journalists in Abeokuta,
- ii. to find out if journalists in Abeokuta are presently adequately motivated,
- iii. ascertain from journalists, the factors that will motivate them to work optimally and improve performance,
- iv. determine if higher motivation is related to higher performance among journalists.

BRIEF HISTORY OF JOURNALISM IN NIGERIA

Journalism has come a long way in Nigeria. With one hundred and fifty four years of newspaper existence, and fifty four years of the advent of television, the country is not a stranger to the profession. The media men and Nigerian newspapers existed before there came into being an entity called Nigeria. Sambe (2008:149), commenting on the evolution and nature of the Nigerian mass media, quotes a British media scholar, Peter Golding as having said of the Nigerian press, that "it was born of anti – colonial protest, baptised in the flood of nationalist propaganda and matured in party politics". On December 3, 1859, the first Nigerian newspaper, *Iwe Irohin* was set up in Abeokuta by Reverend Henry Townsend, an Anglican missionary. The newspaper was later published in both Yoruba and English. It, however, went off the news stand in October 1867 following the expulsion of its proprietors and subsequent destruction of its printing press. The disagreement between the British and the *Egba* (Abeokuta people) led to this.

According to Aina (2007:31), the *Egba* expected unrestrained assistance from the British in their wars with the neighbouring tribal groups. But, the British felt it would be wrong both strategically and economically to give such assistance to the *Egba* in

their wars with other *Yoruba* groups. The fear of the *Egba* people about suspected British mischief increased when the British formally occupied Lagos, a neighbouring town and forced Oba Dosunmu to sign a treaty of surrender. The *Egba* feared the British might do a similar thing to their leader. These, as well as the British attack on the *Egba* native soldiers stationed in Ijebu-Remo made the *Egba* develop a sudden Anglophobia. The *Egba* thus visited their anger upon the white missionaries in Abeokuta in an uprising in 1867. The uprising called *Ifole* (i.e. demolition of missionaries' property) led to the massive destruction of white missionaries' property. The *Egba* felt that the missionaries must have been a party to the various anti-*Egba* decisions of the British Government.

By the 1880s, popular newspapers such as Lagos Times, The Lagos Observer, The Mirror and The Echo emerged, Aina (2007:31). By then, educated Nigerians were becoming frustrated because of the contradictions between the professed benevolence of Christian colonialism and its exploitative nature on one hand, and the racial indignities suffered by the natives. With the advantage of the growing literate population and the expansion in the printing industry, these Africans founded newspapers that spearheaded a brand of nationalism that was both cultural and political, (Aina, 2007:45).

Nnamdi Azikwe established a chain of newspapers, among which was the *West African Pilot* founded in 1937. However, it was the *Daily Times*, which had been established in 1926 by a group of expatriates that actually revolutionised the state of the media in Nigeria, (Sambe, 2008:150). *The Daily Times* was later incorporated in the Mirror group of London and became the technical partner of the Nigerian press. It expanded rapidly and its effective distribution strategy led rival

newspapers to seek ways of meeting the challenge it posed. In 1949, Obafemi Awolowo, founded the *Nigerian Tribune*.

The 1950s witnessed the establishment of radio and television, the development of monthly magazines and the entry of government into the newspaper industry, hitherto largely a monopoly of the private sector and political parties. In 1960, the Eastern Nigerian Government, led by Azikwe, converted the weekly *Eastern Nigeria Outlook* into a daily and renamed it *Nigerian Outlook*. The following year, the Federal Government established the *Morning Post* and *Sunday Post*. In 1964, the Western Nigerian Government set up the *Daily Sketch* and in January, 1966 the Northern Nigerian Government floated the *New Nigerian Newspapers* (NNN) which absorbed the leading vernacular newspaper, *Gaskiya Ta fi kwabo* published by the Gaskiya Corporation, Zaria.

With the attainment of independence, and the involvement of government in newspaper publishing, a disturbing trend was observed in media practice. According Sambe (2008:151):

because of their failure to distinguish between the ruling party and the government, they were for all practical purposes, party organs financed by the public. Through cured and overzealous partisanship, they transformed opponents of the ruling party into dissents with disloyalty.

In other words, the media owned by the government served as government's mouth-piece.

The performance of the broadcast media -

radio and television, which came into being in 1948 and 1959 respectively, did not remarkably differ from what obtained in the print media. The Nigerian Broadcasting Corporation (NBC) ordinance created regional boards of government for regional stations at Kaduna, Ibadan and Enugu. By the post – Second Republic era, there were a number of government and privately owned media. However, the press went through very trying periods in the regime of General Mohammadu Buhari, Ibrahim Babangida and Sanni Abacha with series of unfavourable decrees being promulgated. The situation however got improved with the coming of democracy in the country. With the proliferation of private broadcasting organisations in the country since 1994, and the multiplication of the number of newspaper titles, competition has become stiff. No doubt, the Nigerian press has played significant role in the history of the country and continues to do same till date, the various criticisms notwithstanding.

JOURNALISM AND ITS ROLE IN SOCIETY

Journalism involves the use of the various mass media (that is, radio, television, newspaper, magazine, the internet etc) in the dissemination of information. It is generally understood that the media in any society has the responsibility to inform, educate and entertain the public. Beyond these roles, a lot more is expected from media practitioners. According to Otunba (1999:5), "media practitioners (journalists) are held as public trustees. In pursuit of this, the public mandates them to serve as their eyes and ears. It thus reposes confidence in them and in return expects to be adequately informed and appropriately educated". Also, intrinsic in the public's confidence is an expectation of absolute credibility from mass media practitioners. This is because the public has the right

and more importantly, the choice to seek true information and objective reality. The public further expects that media practitioners should serve as the mediator and watchdog for the society. Two important roles of media practitioners which have direct bearing on this study are the surveillance and correlation roles.

Surveillance Role

The mass media is the eye and ear of the public. It provides information and alerts us of the changes that take place around us. Surveillance may be described as a careful watching of someone or something, usually carried out in secret or discreetly. This act is carried out on something so as to prevent it from falling below an expected standard, or prevent it from going astray. Sambe (2008:38) notes that in performing their surveillance role, journalists are expected to watch over the government and the society in general so as to ensure that their (government and society) performances are up to the expected standard and that would encourage societal development.

The surveillance function of journalists is therefore, a basic responsibility. They survey the environment and report to the people in order to reduce uncertainties and increase the probability that the audience will react to conflicts and change in a rational way. Thus, the media in their surveillance activities scout around the environment and bring news of development, danger, threats to national stability, public welfare, and various other information to the public.

To effectively perform this duty, news about all aspects of life are brought to man who by nature is a political animal. As such, information about politics is highly valued in a social set-up; such information enables members of a society to participate actively in how they are governed. For instance, cor-

ruption of power by those in government can be curtailed when the people are well informed.

Correlation Role

Sambe (2008:44) defined correlation as "mutual relationship". This means it is an agreement between two things brought together. The correlation function is closely related to surveillance. It can therefore not be discussed in isolation but in relation to other functions of mass communication which include entertainment, cultural transmission, enforcement of norms and dysfunctional role.

The correlation function is best illustrated in columns and editorial pages of newspapers. Here, the columnist may compare statements made by political officials with contrary statements by other politicians or personal views on a matter. It may also be observed in broadcast commentaries and editorials in television documentaries designed to make viewers aware of an issue, and supportive of a prescribed course of action.

MOTIVATION DEFINED

Motivation has been defined as: the force an individual has that accounts for the direction, level and persistence of his or her effort expended that work (Schermerhorn and Osborn, 2003:102); the processes that account for an individual's intensity and persistence of effort toward attaining a goal (Robbins, 2005:170); and the psychological forces that determine the direction of a person's behaviour in an organisation, a person's level of effort, and a person's level of persistence in the face of obstacles (Jones and George, 2004:405).

Motivation can be explained to mean the process that initiates, guides and maintains goal-oriented behaviours. It usually involves

the biological, emotional, social and cognitive forces that activate behaviour. In everyday usage, the term motivation is frequently used to describe why a person does something. For example, one might say that a student is so motivated to get into a medical programme that she spends every night studying. In the workplace, one of the factors that determine an employee's output is the motivation he or she is getting.

According to Jones and George (2004:405), sources of motivation can be intrinsic or extrinsic. Intrinsic motivated behaviour is behaviour that is performed for one's own sake and extrinsically motivated behaviour is performed to acquire rewards to avoid punishment. An employee's intrinsic motivation may be stimulated, but no one can create that intrinsic motivation for him. This means that, for example, one should try to find out what factors will drive an employee to smile, than simply tell the employee to smile (Freemantle, 2001:162). The focus in this study is on extrinsic motivation.

Extrinsic Motivation

Extrinsic motivation, the type of motivation which this study is concerned with, refers to the external reward an individual stands to get on completing a task. According to Bainbridge (2010:5), extrinsic motivation refers to motivation that comes from outside an individual. It refers to the performance of an activity in order to attain an outcome. It is motivation to engage in an activity as a means to an end, (Kreitner and Kinicki 2001:79). Also, Schop (2009:3) says that extrinsic motivation is motivation that is rooted in an external stimulus, something that is in the individual's environment. Individuals who are extrinsically motivated work on tasks because they believe that participation will result in desirable outcomes

such as a reward. Extrinsic motivation provides the individual satisfaction in performing a task that even if the individual does not really like doing it, he or she continues to accomplish the work because of his or her anticipated reward, (Schop, 2009:5). Extrinsic motivation has been the fuel of many of man's activities - from education to workplace. The various types of extrinsic motivation include money, fame and recognition, awards and prizes, status and privileges. These have been utilised by man of all ages and sizes, and in different circumstances.

WORK PERFORMANCE

Performance is a measure of the results achieved, (English Wikipedia, 2004). Campbell (1990) defines performance as behaviour. It is something done by the employee. Campbell however allows for exceptions when defining performance. For instance, he clarifies that performance does not have to be directly observable actions of an individual. It can consist of mental productions such as answers or decisions. However, performance, he says has to be under the individual's control, regardless of whether the performance of interest is mental or behavioural.

Work performance is the way employees perform their work, (Hose, 2010:1). It is an individual's output in terms of quantity and quality expected from each employee in a particular job. An employee's performance is determined during work reviews, with an employer taking into account factors such as leadership skills, time management, organisational skills, and productivity to analyse each employee on an individual basis, (Hose, 2010:3). An individual's work performance is generally determined by three factors. These are: motivation, ability (the capability to do the job), and the environment (the tools, materials, and information needed to do the

job). If an employee lacks ability, the manager can provide training or replace the worker. If there is an environmental problem, the manager can also make adjustments to promote higher performance. But, if motivation is the problem, the manager's task is more challenging. This is because, first, the manager has to find out exactly what factors will motivate the employee. Motivation therefore plays a vital role since it might influence performance negatively if not catered for adequately.

To further explain the concept of job performance, it is necessary to consider the points put forward in the Expectancy theory, one of the contemporary theories of motivation. Basically, the theory opines that the strength of a person's motivation to perform (effort) depends on how strongly he believes he can achieve what he attempts. If he achieves this goal (performance), will he be adequately rewarded? This implies that in order to elicit desired performance from employees, one important factor is reward. This reward is, however, relative. The reward that will satisfy a particular employee may be different from the one that will satisfy another. Therefore, motivation towards getting desired performance requires that we find out from employees the factors that will spur them to perform well.

THE NIGERIAN JOURNALIST AND HIS PROFESSION

Nigerian journalists have come a long way as they played significant roles in the attainment of independence of the country. For example, Nnadi Azikwe's *The West African Pilot* which had the motto "show light, and the people will find the way" was well known for its commitment to both Nigerian and Pan-African nationalistic cause. Its

emergence filled a yearning gap created by lack of a radical newspaper to pursue nationalistic ideals (Aina, 2007:133). Other journalists whose contributions cannot be over-emphasised include Herbert Macaulay and Obafemi Awolowo. Moreover, when the military clung to power, Nigerian journalists worked to ensure they were sent back to the barracks. This effort they continued after the return to civil rule in 1999 by trying to rid the country of questionable characters and make government accountable to the people. For instance, when there were speculations that former president, Olusegun Obasanjo was planning to remain in power, Nigerian journalists alongside some politicians and civil right activists battled the tenure elongation to a standstill. Over the years, the Nigerian media has remained the most vibrant segment of the society being resilient in the face of all the challenges that come with a developing country. Under various military dictatorships in our history, the more repressive the government had been, – ranging from clampdowns, closure of media houses, politically motivated arrests to the outright extra judicial murder of journalists Ogundamisi (2010:2), the more dynamic the media became, devising various means and techniques of survival like having undisclosed production locations (jungle journalism).

The progress and development of any society depends partly on the nature and vibrancy of the journalists it possesses. The late Kenyan president, Jomo Kenyatta, cited in Oso (2002:121) once said the press should "positively promote national development and growing self- respect since in Africa, it can have a tremendous influence on nation-building". Having a press that is alive to its responsibilities is, therefore, a determinant of the development of any society. No doubt, journalists in Nigeria have been playing their

role though not to the satisfaction of many in the society. To say all practising journalists are stained and tainted will not be correct. Though there may be some rot in the profession, there are a few good men and women who are dedicated to the ideas and ideals of the profession and toil day and night to the glory of their craft. The decline in journalism practise has received series of criticisms, even from journalists themselves. In the view of Mc Quail (2005:53), "the passing of decades does not seem to have changed the tendency of public opinion both to blame the media and to demand that they do more to solve society's ills". Basically the rot in Nigerian journalism can be summarised under what is called the Brown Envelope Syndrome (BES). It is a term used in journalism instead of bribery and corruption. Expectedly, a journalist should always uphold the six cardinal elements of good journalism – truth, fairness, objectivity, accuracy, independence and responsibility. However, this may not be the case most times. Some journalists are said to demand for gratifications before discharging their responsibilities. Majority of the journalists practising in Nigeria are accused of being corrupt, "for a dollar, some claim that they can sell or kill a story. For a dime, they can fabricate stories!"

This phenomenon is not limited to Nigeria alone. It cuts across many African countries with each country giving different local jargon to the practice. Terjel Skjerdal, a professor of journalism states:

brown envelope is a popular term used for various kinds of payment that media workers receive from sources for journalistic coverage. The payment is usually given undercover, Thus suggesting that the practice is customarily regarded as

unethical or at least unofficial. The practice is well known in African journalism, which is evident from the many local terms it has acquired: gatu (Liberia), soli (Ghana), coupage (DRC), gombo (Cameroon), keske (Nigeria), buche (Ethiopia) etc. To various degrees, it has developed into a common understanding for African journalism cultures.

The journalism profession is guided by an ethical code which without doubt, is important in any profession. Journalism today faces an increasing need for critical reporting, accuracy, fairness and objectivity. The code of ethics is therefore, the companion of the practising journalist as well as the informed public in providing ethical guidelines by which practitioners can judge and be judged. The whole essence of code of journalism ethics is to make journalists upright and truthful to the profession and the society at large in order to earn professional integrity and public confidence. "To be upright in one's profession is to be truthful and never careless or reckless in the discharge of one's duties. Once this is in place, societal respect will automatically follow, to do the opposite is to earn disrespect from the people we interact with" (Akinfeleye, 2008:119).

The president, Nigerian Union of Journalists (NUJ), Mohammed Garba admits the fact that salaries and allowances of journalists in the country are too poor accounting for the reason journalists are forced to engage in unethical practices. In an article by Fagbemi titled "Salaries, Allowances of Journalists too Poor", in the Tribune of 29th September, 2010, Garba lamented over the poor pay and lack of salary structure in most media houses in the country. Coupled with this, journalists are also made to work under unsuitable and

hazardous conditions. It is not reasonable to expect the average journalist, who has been without his income for months on end, to be free of corruption. This is one reason producers of flagship programmes expect guests to "drop something". In other words, if you are to appear on any show, you must grease the palm of the production crew.

Concerted effort by the Nigerian Union of Journalists, (NUJ) towards providing an acceptable condition of service for journalists in the country came to the fore in 2006 when the NUJ, in collaboration with the African Regional Office of the International Federation of Journalists organised a workshop in Abuja, Arogundade (2010:14). During the event, workshop participants drawn from amongst various stakeholders, considered the acceptable standards of work conditions adopted by the West African Journalist Association (WAJA), Media Employers Organisation, the ECOWAS Commission and the Francophone Intergovernmental Agency (AIF) at a meeting held in Dakar in 2004. The Union thereafter set up a committee headed by one of its members, Owei Lakemfa, to study the document and provide a draft framework for minimum standard conditions of service for Nigerian journalist. A comprehensive document was produced by the committee. The document, which was adopted by the National Executive Council of the Union in Makurdi provided a baseline for agreeable conditions that would enhance journalism practice in Nigeria. However, not much headway was made by the Union in this respect.

THE EXPECTANCY THEORY STANCE

According to Robbins (2005:60), the most comprehensive explanation of motivation is

expectancy theory. Though it is not without its critics, most of the research evidence supports the theory. Basically, expectancy theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. According to McShane et al (2006:159), it includes these three variables:

Attractiveness: The importance the individual places on the potential outcome or reward that can be achieved on the job. This variable considers the unsatisfied needs of the individual.

Performance-reward Linkage: The degree to which the individual believes that performing at a particular level will lead to the attainment of a desired outcome.

Effort-performance Linkage: The probability perceived by the individual that exerting a given amount of effort will lead to performance.

The theory asserts that the strength of a person's motivation to perform depends on how strongly he/she believes he/she can achieve what he/she attempts. If he/she achieves this goal (performance), will he/she be adequately rewarded and, if he/she is rewarded by the organisation, will the reward satisfy his/her individual goals? In his view, Robbins (2005:62) believes there are four steps inherent in the theory.

First, what perceived outcomes does the job offer the employee? Outcomes may be positive: pay, security, companionship, trust, fringe benefits, chance to use talent or skills, or congenial relationships. On the other hand, employees may view the outcomes as negative: fatigue, boredom, frustration, anxi-

ety, harsh supervision, or threat of dismissal. Important reality is not relevant here; the critical issue is what the individual employee perceives the outcome to be, regardless of whether his/her perceptions are accurate.

Second, how attractive do employees consider these outcomes? Are they valued positively, negatively, or neutrally? This is an internal issue to the individual and considers personal attitudes, personality and needs. The individual who finds a particular outcome attractive – that is, positively valued – will prefer attaining it to not attaining it. Others may find it negative while others may be neutral.

Third, what kind of behaviour must the employee exhibit in order to achieve these outcomes? The outcomes are not likely to have any effect on the individual employee's performance unless the employee knows, clearly, what he/she must do in order to achieve them. For example, what is "doing well" in terms of performance appraisal? On what criteria will the employee's performance be judged?

Forth and last, how does the employee view his chances of doing what is asked of him/her. After the employee has considered his/her own competencies and his/her ability to control those variables that will determine his/her success, what probability does he/she place on successful attainment?

A highlight of the issues that expectancy theory has brought forward is that it emphasizes pay offs, or rewards. As a result, the belief is that the rewards the organisation is offering align with what the employee wants. Concern is placed on the attractiveness of the reward. This aspect requires an understanding and knowledge of

what value the individual puts on organisational pay offs. It is important to reward individuals with the things they value positively.

Lastly, the theory is concerned with the individual's expectations. An employee's own expectations of reward and goal satisfaction outcome not the objective outcomes themselves will determine his/her level of performance.

Towards Improved Journalistic Performance

There is no doubt that motivating an employee goes beyond monetary rewards. A combination of different factors brings about employee motivation. With this in mind, it is necessary to know the exact factors that will motivate journalists and spur them to better performance in their job. As earlier stated, satisfactory performance from a worker lies largely on what motivation is derivable. The situation is not different among journalists. In order to find out factors that will bring about improved performance, the opinion of a sample of journalists in Abeokuta was sort in a research conducted through a structured questionnaire. Finding from the study indicate that improve salary scale, job security, provision of basic facilities and allowances, regular in-service training and improved conditions of service are factors that will improve performance among journalists most. This agrees with the findings of Oyedele (2011:11-12) that regular increment in salaries and wages, welfare packages, opportunity for training, conducive environment, recognition for good work, periodical promotion and award are foremost factors that can improve performance.

METHODOLOGY

Study Area

The study was carried out in Abeokuta, the Ogun State capital. Ogun State was created in 1976. Located in the tropics, Ogun State lies between longitude 2° 45' and 3° 55' E and latitude 7° 01' and 7° 18' N. It is situated on the east bank of the Ogun River. The city derives its name from the Olumo rock, a gigantic outcrop of granite rocks. Abeokuta is located at a distance of 100kms from the city of Lagos. The city of Ibadan is located to the north of Abeokuta. It also has road connections to Ilaro, Sagamu and Iseyin. The people of Ogun State engage in various forms of economic activities as means of livelihood. These include trading, farming, tie and dye, civil service, pottery and other professional and technical occupations.

The journalism profession has its roots in Abeokuta since the first ever newspaper in Nigeria – "Iwe Irohin" was established in the city by a missionary, Rev. Henry Townsend in 1859. The paper was published bi-weekly in Yoruba and English languages and ran for eight years before its demise due to colonial pressure.

Population of the Study

The population of the study were the 403 registered journalists in Abeokuta, Nigeria.

Sampling Procedure and Sample Size

According to available records at the Ogun State Council of the Nigeria Union of Journalists, there were 403 registered journalists in Abeokuta, Nigeria. This figure included journalists who worked in the Ministry of Information, Freelance journalists as well as Print and Broadcast journalists. The study focused on Print and Broadcast journalists, since this category of journalists fits into the requirements and purpose of the study bet-

ter. Therefore, the sampling method employed was Purposive sampling. The 137 registered journalists who worked in Print and Broadcast media formed the sample size for the study.

Data Collection

Data for this study were collected through questionnaire administered to the 137 journalists. The questionnaire was divided into two sections. Section A was used to obtain personal information from the respondents and section B dealt with issues on motivation and performance as well as factors that could bring about optimal performance among journalists.

Data Analysis

Data collected for this study were analysed using simple percentages. Descriptive statistics such as percentages and mean were used to describe the socio-economic characteristics of the journalists.

RESULTS AND DISCUSSIONS

Socio-Economic Characteristics of Journalists

Table 1 shows the socio-economic characteristics of journalists in Abeokuta, Nigeria. Majority (69.3%) were male while 30.7% were female. This suggests that more male are into journalism profession. This result agrees with the findings of Okunna (2002:4) who reported that at the turn of the century, a staggering 90% of the journalists reporting the news in the country's radio, television and newspapers were male. The age distribution of the journalists indicated that 32.3% were between twenty one and thirty years while 38.6% were between thirty one and forty years. Journalists above forty years formed 29.1% of the population. The percentage of journalists who fell within the age brackets 21-30 and 31-40 were higher and

this could be attributed to the increase in the number of institutions that offer Journalism and Mass Communication over the years. The mean age of the journalists was approximately 35 years.

About 54% of the journalists had work experience within 1-5 years, 11.8% had between 6-10 years, 12.6% had between 11-15 years while 22.0% had experience above 15 years. This result shows that majority of the journalists did not have appreciable experience in journalism which could be a significant predictor of performance. This finding is supported by the assertion of Kaur and Shaari (2006:20) that on the average, about 61% of journalists had years of experience less than ten years while only about 39% had experience up to ten years and above.

Majority (71.1%) of the journalists had at least first degree (B.Sc/B.A/HND) while 12.6% had second degree (M.Sc/M.A). Journalists with Ordinary National Diploma (OND) were 13.4% while only 2.4% of the journalists had Diploma/Advanced Diploma. This is an indication that a good number of journalists had a standard of four years formal training as journalists. Thus, this is evidence that they had been exposed to the rudiments, tenets and practice of the profession.

The results in Table 1 further indicate that majority (73.2%) of the journalists specialised in broadcast journalism. Only 26.8% of the journalists were in the print media. This result can be attributed to the presence of

more of electronic media than print media in Abeokuta. Moreover, the national print media have only correspondents in Abeokuta.

About 31% of the journalists earned less than thirty thousand naira (N30,000) monthly while 25.2% earned between thirty thousand and fifty thousand naira (N30,000-N50,000) monthly. Also, 24% earned between fifty one thousand and seventy five thousand naira (N51,000-N75,000) monthly while 5.5% earned between seventy six thousand and ninety thousand naira (N76,000-N90,000) monthly. Only 15.0% of the journalists earned ninety one thousand naira (N91,000) and above. This result shows that only 26% of the journalists earned up to seventy six thousand naira and above monthly. This result also shows that submissions from various quarters that journalists are not being adequately remunerated are true. According to International Labour Organisation's (ILO) regulation on decent work, the minimum wage must cover the living expenses of the employee and his or her family members. Moreover, it must relate reasonably to the general level of wages earned and the living standard of other social group. Obviously, the salary earned by journalists as discovered in this study did not meet up with ILO standard. With 83.9% of the Nigerian population said to live below \$2 per day and an estimated 70% of the country's population living below poverty line which is pegged at \$1.25 per day, it can be said that most journalists live below poverty line, (Index Mundi CIA World Fact Book, 2010).

Table 1: Socio-economic characteristics of the respondents n = 127

Variable	Frequency	Percentages	Mean
Sex			
Male	88	69.3	
Female	39	30.7	
Age (years)			
21 – 30	41	32.3	
31 – 40	49	38.6	
Above 40	37	29.1	35
Years of Work Experience			
1 – 5	68	53.5	
6 – 10	15	11.8	
11 – 15	16	12.6	
Above 15	28	22.0	8
Educational Qualification			
M.Sc/M.A	16	12.6	
B.Sc/B.A./HND	91	71.7	
OND	17	13.4	
Diploma/Advanced Diploma	3	2.4	
Area of Specialisation			
Print	34	26.8	
Broadcast	93	73.2	
Monthly Income			
Less than N30,000	39	30.7	
N30,000-N50,000	32	25.2	
N51,000-N 75,000	30	23.6	
N76,000-N90,000	7	5.5	
N91,000 and above	19	15.0	N51,087

Source: Field Survey 2011

Working Condition

From Table 2, 4.7% of the journalists indicated that their working condition was very poor, 31.5 percent rated it poor while 55.1% rated it fair. Some negligible 7.1% and 1.6% rated it good and excellent re-

spectively. This result indicates that majority (91.4%) of the journalists do not work under good condition. The implication of this result is that the journalists are not adequately motivated.

Table 2: Working Condition

Variable	Frequency	Percentage
Very poor	6	4.7
Poor	40	31.5
Fair	70	55.1
Good	9	7.1
Excellent	2	1.6

Source: Field Survey 2011

Degree of Acceptance of Performance-Improving Factors

Since motivation has been described as the processes that account for an individual's intensity and persistence of effort toward attaining a goal, Robbins (2005:170), the need to identify factors that will get journalists motivated to carry out their responsibilities becomes germane. Findings from the research conducted show that job security, job prestige, appreciation for job well

done, opportunity for promotion and growth as well as good working conditions rank high among factors that will motivate journalists and improve performance among them. These findings are in agreement with the findings of Tsourvakas *et al* (2004:6) and Lin (2007:60) who also identified job security, career opportunities, appreciation for job well done, bonuses and good working conditions as highly motivating factors.

Table 3: Degree of Acceptance of Performance-Improving Factors

Factors that can improve performance	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Improved salary scale	112(88.2)	13(10.2)	-	2(1.6)	-
Rewards on extra efforts and special assignment	92(72.4)	28(22.0)	6(4.7)	1(0.8)	-
Quality of work life	76(59.8)	44(34.6)	6(4.7)	1(0.8)	-
Provision of basic facilities and allowances	104(81.9)	19(15.0)	4(3.1)	-	-
Improved condition of service and good office set up	100(78.7)	24(18.9)	2(1.6)	1(0.8)	-
Special honours for professional excellence	73(57.5)	47(37.0)	7(5.5)	-	-
Good Management set up	78(61.4)	44(34.6)	5(3.9)	-	-
Non interference by Management in the discharge of duties	40(31.5)	61(48.0)	19(15.0)	7(5.5)	-
Job security	40(31.5)	19(15.0)	38(29.9)	30(23.6)	-
Work challenges	51(40.2)	54(42.5)	12(9.4)	10(7.9)	-
Regular opportunities for promotion growth	86(67.7)	38(29.9)	3(2.4)	-	-
Regular in-service training	102(80.3)	25(19.7)	-	-	-
Healthy Boss-Subordinate interactions	71(55.9)	51(40.2)	4(3.1)	1(0.8)	-
Communication System	78(61.4)	47(37.0)	1(0.8)	1(0.8)	-
Adequate technological innovation	92(72.4)	32(25.2)	3(2.4)	-	-
Job Prestige	81(63.8)	39(30.7)	7(5.5)	-	-

Sources: Field Survey 2011

Figures in parenthesis are percentages

The Influence of Motivation on Work Performance

Information on Table 4 was derived from the question that requested journalists to state how the motivation received from their employer influenced their performance. It is evident from the table that 15.7% of the journalists indicated that motivation received has no influence on their performance while 30.7% of them indicated that motivation influenced them fairly. Also,

36.2% of them will be averagely influenced and 14.2% admitted that motivation received highly influenced their performance. Only 3.1% were indifferent. This result shows that the performance of approximately half of the journalists is either influenced averagely or highly by motivation received. It can be concluded that many of the journalists will not perform at their best since majority of them rated motivation received poor or fair.

Table 4: The Influence of Motivation on Work Performance

Variable	Frequency	Percentage
No influence	20	15.7
Fairly	39	30.7
Averagely	46	36.2
Highly	18	14.2
Indifferent	4	3.1

Sources: Field Survey 2011

CONCLUSION

There have been allegations from various quarters of poor pay and general poor working conditions in many media organisations. The journalism profession is one that has to be practised with all seriousness and in accordance with ethical rules. When journalists are deprived expected motivation, the tendency that they will not perform well arises. Despite this, many journalists do not get adequate motivation from their employers and this has led to the breach of ethics of the profession. The study investigates factors that will motivate journalists in Abeokuta, Nigeria to work optimally and improve performance. The study tries to find out if higher motivation is related to higher performance among journalists. As shown in the study, majority of journalists in Abeokuta do not work un-

der good working conditions.

The study found out that motivation received influences the work performance of journalists in Abeokuta. Also, job security, job prestige, appreciation for job well done, opportunity for promotion and growth as well as good working conditions are major factors that will improve performance among them. Looking at the findings of this study, it may be concluded that there is the need for better working conditions for journalists since the motivation they get determines their output at work.

RECOMMENDATIONS

Going by the nature of their profession, there is need for conscious and concerted efforts to ensure that journalists are adequately motivated. The study prescribes the

following recommendations to improve the situation.

There should not be further delay in the implementation of the new salary package which has been proposed by the Nigerian Union of Journalists (NUJ) and endorsed by the former Minister of Information and Communication, Prof. Dora Akunyili. During her tenure as Information and Communication Minister, Prof. Akunyili agreed that there was the need to have a more favourable condition of service for journalists. The ad hoc committee set up to recommend an ideal working condition for these workers had since submitted its report to the Ministry, though details of the report have not been made public. Also, recently, the present Information and Communication Minister, Labaran Maku rekindled the hope of journalists. According to him, moves were still in the offing for upward review of journalists' salary structure in order to beef up their monthly take home pay. This step should be taken immediately.

Also, media employers should place job security, job prestige, good wages/remuneration, job security, good working condition and opportunity for promotion and growth top on the priority list of motivating factors to be made available to journalists in their organisations.

Salaries should be paid promptly as at when due to prevent or limit journalists from looking elsewhere for money.

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